

2002-2003 PROPOSED BUDGET AND MULTI-YEAR CAPITAL PLAN

Cultural Affairs

PURPOSE

Develops cultural excellence, diversity and participation throughout Miami-Dade County by strategically creating and promoting opportunities for artists, cultural organizations, and residents and visitors who are their audiences.

FUNCTIONAL TABLE OF ORGANIZATION

<u>OFFICE OF THE DIRECTOR</u>		
<ul style="list-style-type: none">• Develops countywide cultural policies and plans in coordination with the Cultural Affairs Council, including setting cultural need priorities and effective growth strategies• Formulates and manages all departmental programmatic initiatives• Directs and coordinates all departmental internal operations (e.g., liaison with all other departments and agencies) and external functions (e.g., planning, advocacy, strategic partnerships, cultural development, new resource initiatives, etc.)		
<u>CULTURAL DEVELOPMENT</u>	<u>CULTURAL FACILITIES IMPROVEMENT AND MANAGEMENT</u>	<u>EDUCATION AND OUTREACH SERVICES</u>
<ul style="list-style-type: none">• Provides direct support through fellowship and professional development grants, and exhibition opportunities to local artists• Supports non-profit cultural groups and their organizational development through five competitive grant programs• Advances professional skills of artists and organizations through technical assistance involving individual consultations, trilingual grants, writing skills, specialized workshops, collaboration with outside private and public organizations, and professional development seminars	<ul style="list-style-type: none">• Develops and manages construction and operational plans for a new cultural facility in south Miami-Dade• Coordinates capital improvements and operational upgrades to existing facilities to ensure their optimal function as neighborhood cultural centers• Provides direct support through competitive grants to cultural facilities for capital improvements (e.g., renovations, purchases, equipment) and to risk-taking cultural organizations for audience development/programming initiatives; assesses and develops plans for operational and programming needs of neighborhood facilities	<ul style="list-style-type: none">• Designs and implements curriculum-based arts in education and after-school arts programs and creates arts education partnerships with community and statewide organizations• Manages all cultural information services (e.g., publications, www.tropiculturemiami.com, joint advertising, arts hotline, research); provides direct support through competitive grants to festivals, special events, and tourism supporting projects• Encourages sustained international cultural exchange partnerships and community-reflective, neighborhood-based activities through competitive grants; supports artistic skills building; and stimulates new initiatives that use the arts to accomplish social change

BUSINESS PLAN

- Strategic areas: fostering an improved quality of life, especially for children and seniors; providing safe, quality neighborhoods; and focusing on customer service
- Selected goals/objectives: serving as a cultural developer countywide by increasing funding available through the 14 existing grant programs; improving existing and develop new cultural facilities in neighborhoods throughout Miami-Dade County; and increasing public participation in cultural activities through accessible and comprehensive promotion of events and innovative, affordable ticket distribution initiatives

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- Capital program strategy: build, improve, renovate, and expand Miami-Dade County cultural facilities, and then activate these upgraded facilities with programming that offers creative, alternative activities for children, their families, and all audiences

FY 2001-02 SERVICE STATUS

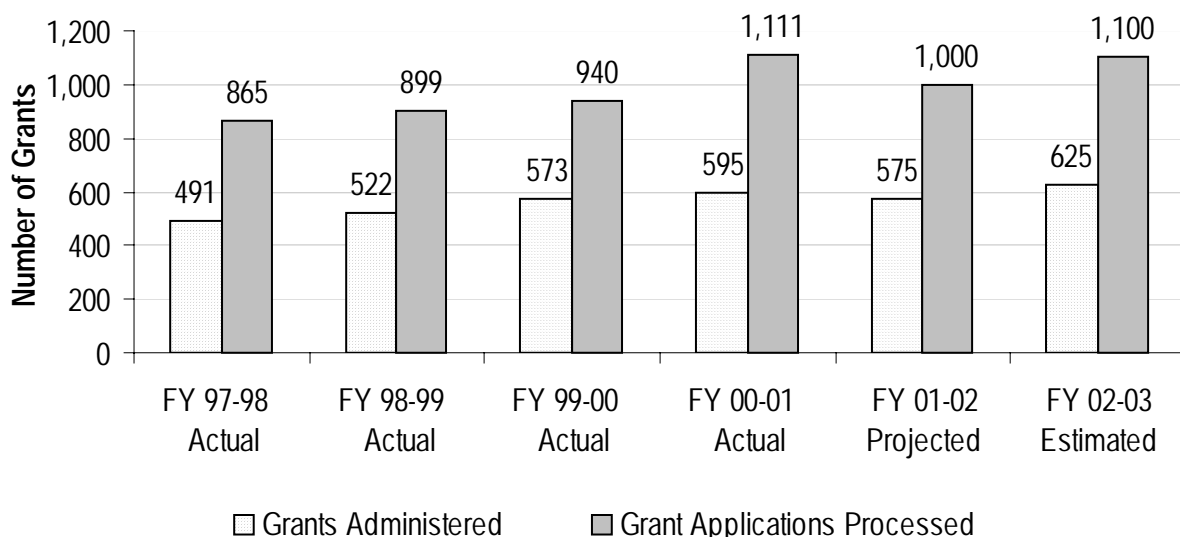
- Canceled the International Cultural Exchange Program's grant recommendations, thus achieving a reduction of \$250,000 to the department's FY 2001-02 budget as part of the department's savings plan
- Delayed the implementation of the "High 5 Miami" student discount tickets (\$5) to arts activities program until Fall 2002; achieving a reduction of \$200,000 (committed to match the grant) as part of the department's savings plan and negotiated with the John S. and James L. Knight Foundation to maintain its \$150,000 grant to support the project despite the delay
- Added a second Construction Projects Manager to the Cultural Facilities Improvement and Management Division to manage and monitor the coordination of architects, engineers, specialty consultants, and contractors in the design, construction and activation of the South Miami-Dade Cultural Center; funding for this position provided in the project's capital budget
- Continued the restructure and expansion of grant programs through the department's Cultural Development Division, involving: the continued redesign of existing programs and the creation of new initiatives to serve constituent needs better, streamlining application forms and procedures, simplifying grants opportunities for constituents, and improving accessibility to application and review systems through the department's website
- Continued maximizing public funds by providing competitive matching grants to non-profit cultural organizations; conducted technical assistance sessions and public workshops; developed immediate response, targeted marketing campaigns in collaboration with the Greater Miami Convention and Visitors Bureau (GMCVB), American Express Corporation and others to mitigate downturns in attendance at cultural activities that followed the September 11, 2001 terrorist attacks; and extensively promoted Miami-Dade's distinctive cultural offerings and services through publications, Internet-based services, print and broadcast media, and the department's interactive cultural website
- Projected Tourist Development Tax (TDT) revenues are 16 percent (\$10.269 million) below the current budgeted level; as prescribed by ordinance, funds will be allocated among the GMCVB, the City of Miami, and the Department of Cultural Affairs (DoCA)
- Improved the County's support to its largest cultural assets by increasing funding to: Major Cultural Institutions Grants Program (allocating a total of \$3.225 million to 20 museums and performing arts organizations, e.g., the Florida Grand Opera, the Miami City Ballet, Actors' Playhouse, the Museum of Contemporary Art, the Bass Museum of Art, etc., and two "emerging" major institutions - Miami Symphony Orchestra and the M Ensemble Company); the Cultural Advancement Grants Program (allocating a total of \$1.125 million to mid-to-large size culturally diverse performing arts, visual, literary and presenting arts organizations); the Festivals and Special Events Program (allocating a total of \$950,000 to large, annual cultural and community festivals and special events); and the Hannibal Cox, Jr. Cultural Grants, Developing Arts in Neighborhoods and Service Organizations grants programs (allocating a total of \$913,000 to medium-sized, small, emerging, and arts service organizations)
- Continued service, at the request of the Performing Arts Center Trust (PACT), as interim staff management for the PACT; in this capacity, the department secured a \$1.5 million grant from the Knight Foundation to advance a comprehensive strategic planning process and implementation program that encompasses the PACT, the Performing Arts Center (PAC) Foundation, the five resident companies of the PAC, and Miami-Dade County; facilitated the national recruitment and successful hiring of a new Chief Executive Officer (CEO) for the PACT who assumes this post beginning June 1, 2002; developed a comprehensive organizational plan and administrative budget in order to facilitate the transition from interim to full-time dedicated professional senior

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management; organized efforts to secure additional capital project revenues for the downtown PAC and the South Miami-Dade Cultural Center in Cutler Ridge through federal and state legislative initiatives and competitive funding opportunities; and worked in partnership with the County's Performing Arts Center Construction Management Office to coordinate construction decision-making with operational and programming development for the downtown center

- Completed four existing facilities projects: Lyric Theater improvements including auditorium seating, new carpet and furniture and upgrades to lighting and acoustical systems (\$630,000); Manuel Artime Performing Arts Center improvements consisting of water damage repair, waterproofing, interior and exterior painting, installing a listening system for the hearing impaired, and upgrading lighting and acoustical systems (\$145,000); improvements to the Actors' Playhouse/The Miracle Theatre including construction of a second floor multi-use, 100-seat theater to complement its 600-seat mainstage, renovations to the lobby, installation of wheelchair lifts and creation of a gallery exhibition space (\$240,000); and improvements to the Shores Performing Arts Theater including renovations to the roof, backstage restrooms, and lighting and acoustical systems (\$222,000)
- Awarded 19 matching grants totaling \$365,000 through the DoCA Capital Development Grant program to non-profit cultural groups to renovate, adapt, and/or equip neighborhood cultural facilities throughout the county; funding was provided from Convention Development Taxes (CDT) revenues secured through an interlocal agreement in 1996 with the City of Miami Beach
- Continued to provide professional leadership and coordination to the County's efforts concerning land acquisition and historic preservation of the Miami Circle, and to serve on the Miami Circle Planning Group (an 18-member volunteer advisory group appointed by Florida's Secretary of State to help develop a long-term public use plan for the Miami Circle); negotiated a favorable refinancing with the Trust for Public Lands for repayment of the \$6.7 million site acquisition loan balance; secured a \$386,000 grant from the State of Florida to build a protective structure and create safe public access to the site for Miami-Dade's residents and visitors; and applied for \$468,000 in federal funds through Save America's Treasures, a program of the National Park Service
- Finalized an agreement with the County regarding funding support (\$5 million) to the Miami Children's Museum thereby facilitating a private sector bridge loan for its new facility on Watson Island, enabling construction to proceed on schedule and maintaining a favorable cash position for the County

Grants Programs



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FY 2002-03 RECOMMENDATIONS

- The FY 2002-03 Proposed Operating Budget for the DoCA is \$9.906 million, supported by revenues comprised of \$2.205 million in TDT revenues and interest earnings; \$5.319 million from general fund; \$567,000 in carryover; \$35,000 in state grants; \$1 million in PAC Bond funds; \$365,000 in CDT revenues secured through an interlocal agreement with the City of Miami Beach (this is the seventh and final funding year of this commitment which began in FY 1996-97 and ends in FY 2002-03); \$159,000 in administrative reimbursements from the Tourist Development Council; \$75,000 in arts license plate revenues; \$75,000 in grant funding from the Knight Foundation (first year of a two-year commitment); \$20,000 in CDT interest; and \$86,000 in contributions from regional and municipal partners for joint projects; the Proposed Budget includes three additional positions
- FY 2002-03 TDT revenues are budgeted at \$11.397 million (adjusted for 95 percent of estimated collections pursuant to state law) reflecting a funding level seven percent below FY 2000-01 levels and 11 percent above FY 2001-02 projections; FY 2002-03 forecasts will be re-evaluated and an updated projection, if necessary, will be presented prior to the final budget hearing in September; the DoCA's allocation from this revenue source for programs and administration is \$2.205 million
- The department will inaugurate the "High 5 Miami," an new innovative program funded in part by the John S. and James L. Knight Foundation, designed to make high quality arts and cultural activities more affordable and accessible to young audiences; a companion program, "Golden Tickets" addressing senior populations, is also being launched in cooperation with the Miami-Dade Transit Agency's Golden Passport Program
- The Cultural Affairs Council has requested an additional \$1.250 million in FY 2002-03 needed for major institutions and other grant programs, as part of its overall strategy to strengthen cultural organizations by increasing support to its core grants programs as part of a four year plan to increase cultural support funding by an additional \$5 million over four years; this funding is not included in the Proposed Budget
- The FY 2002-03 Proposed Capital Budget and Multi-Year Capital Plan is \$58.848 million
- The department is continuing the design, development, and implementation of significant cultural capital projects throughout the county, managing or overseeing the contracts for renovation/adaptive work for 17 facilities representing a County investment of \$58 million, including: South Miami-Dade Cultural Center, existing facilities, North Miami-Dade/Hialeah facilities, and neighborhood facilities projects
- The design phase continues for the South Miami-Dade Cultural Center; construction and bid package documents are being prepared for this 70,000 square foot multi-disciplinary facility, to be constructed on a 6.4 acre site adjoining the South Miami-Dade Government Center; the facility will be comprised of a 1,000-seat theater, studio and activity spaces, and administrative offices; total project cost is estimated at \$31.953 million funded from the PAC bond program proceeds and interest earnings of \$21.651 million, Safe Neighborhood Parks (SNP) Bond Program proceeds of \$247,000 and an additional \$10.055 million in financing proceeds to be repaid with CDT revenues
- The DoCA will manage the work to revise the South Miami-Dade Cultural Center's operating pro-forma and financing plan to anticipate the pre-opening and projected operating expenses of the Center when it comes online, forecast to occur 2005
- Improvement projects at the following existing cultural facilities are ongoing: the historic 1,709-seat Gusman Center for the Performing Arts, including roof replacement, ceiling, stage lift, stage rigging/draperies, stage deck, auditorium roof, and acoustic shell, completing the theater's heating, ventilation, and air-conditioning (HVAC) system, and rewiring of the electrical system in front of the theater (\$3.893 million); establishment of adequate operational and management systems for Gusman remain a prerequisite for use of the remaining capital project grant funds; improvements to the 2,498-seat Miami-Dade County Auditorium, including the

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construction of freestanding rehearsal and performance space and upgrades to lighting and acoustical systems (\$945,000); improvements to the 450-seat Colony Theater comprised of backstage expansion, relocation of the HVAC system and electrical room, additional dressing rooms, backstage restrooms and showers (\$775,000); improvements to the 1,000-seat Joseph Caleb Center Auditorium, including the addition of a new lighting bridge, upgrading acoustics, and expanding the loading dock to comply with the Americans with Disabilities Act (ADA) requirements (\$485,000); improvements to the 300-seat theater at the African Heritage Cultural Arts Center, including construction and outfitting of a new music building, including chairs, stands, and acoustic equipment, and necessary equipment to provide access for people with disabilities (\$365,000); improvement plans including the purchase of a new demountable stage with sound and lighting system upgrade for Milander Auditorium in Hialeah are being reexamined to assess if the initially proposed renovations can achieve the programmatic and community purposes envisioned for the facility (\$300,000); the DoCA will continue to oversee the allocation of funds to these organizations; each of the projects is funded on a reimbursement basis and requires matching funds; these facilities are part of DoCA's \$8 million Existing Facilities Plan and are funded by the PAC bond proceeds and interest earnings

- Overseeing grants totaling \$8.161 million from PAC bond proceeds and interest earnings for improvements to existing cultural facilities in north Miami-Dade County and the City of Hialeah to create neighborhood-based, cultural/ community centers of excellence in those communities; projects are comprised of: improvements to the 390-seat Florida Memorial College (FMC) Matthew W. Gilbert Auditorium, including construction of a larger stagehouse, backstage expansion, and new stage equipment (\$3.906 million) (department staff has served successfully as a partner with FMC to raise additional State and private funds for the project, the contract for construction was awarded in April 2002 and the work will be completed by 2004); improvements to the 700-seat Hialeah High School Auditorium, including replacement of stage flooring, backstage expansion, and installation of a sound and lighting control booth with new sound and lighting systems (\$3.468 million) (the contract for construction was awarded in April 2002 and the work will be completed by 2003); and improvements to the 240-seat Goodlet Auditorium in Hialeah, including backstage expansion, new rehearsal and dance studio spaces, and improvements to the auditorium's acoustics, stage lighting, and audio equipment (\$787,000), which will be completed by Fall, 2002
- Continue to manage County's commitments to assisting three neighborhood cultural facilities in their rehabilitation, renovation and expansion projects, totaling \$10.72 million including: the Lyric Theater which includes construction of an ancillary support facility that will serve as the catalyst project for the Overtown Historic Folklife Village (total project cost is estimated at \$5.365 million, toward which the County has committed \$4.365 million); the Caribbean Marketplace which includes improvements to bring the facility's life/safety equipment up to required code (including ADA requirements), electrical and plumbing upgrades in order to develop this landmark building into a community cultural center, serving as home for the growing number of artists, cultural groups and community organizations in Little Haiti (to which the County commitment is \$355,000); and the Coconut Grove Playhouse which includes critical repairs, expansion, and/or reconstruction of the historic structure (to which the County has pledged \$5 million)
- Staff will continue to work with the City of Miami on developing a joint strategy that delineates responsibilities between the City and the County for the renovation, operation and programming of the Caribbean Marketplace in Little Haiti, for presentation to and action by the Board of County Commissioners (BCC)

FY 2002-03 ADJUSTMENTS TO SERVICES

- Funding from the Knight Foundation will partially fund the "High 5 Miami" program, which requires two full-time professional staff to solicit, promote and distribute \$5 tickets for events to teenagers and young adults (ages 14-22) on an ongoing basis for the "High 5 Miami" program; the Proposed Budget continues funding for the Construction Project Manager added in FY 2001-02

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SELECTED UNMET NEEDS

- Need an additional \$7 million for the grants programs portfolio to achieve an appropriately calibrated proportion of County funding support for the community's not-for-profit cultural service providers (optimal range for County support is between five and fifteen percent of grantee organizations' total annual operating budgets), and to compete effectively with the levels of County support provided by Broward County to cultural groups
- Need funding for neighborhood facilities commitments totaling \$17 million: Florida Grand Opera (\$5 million); theaters in South Miami (\$5 million), West Dade (\$4 million), Bird Road (\$1 million) and Little Havana (\$2 million)
- Need an additional \$6 million for the South Miami-Dade Cultural Center project to restore deferred or unfunded items from its building program, and to establish a more realistic construction contingency fund; and an additional \$3 million to construct the Center's second activities building
- Need an additional \$900,000 in administrative funding to provide sufficient staff support to implement programs and services for maximum community impact and benefit

OPERATING FUNDING SUMMARY (\$ IN THOUSANDS)

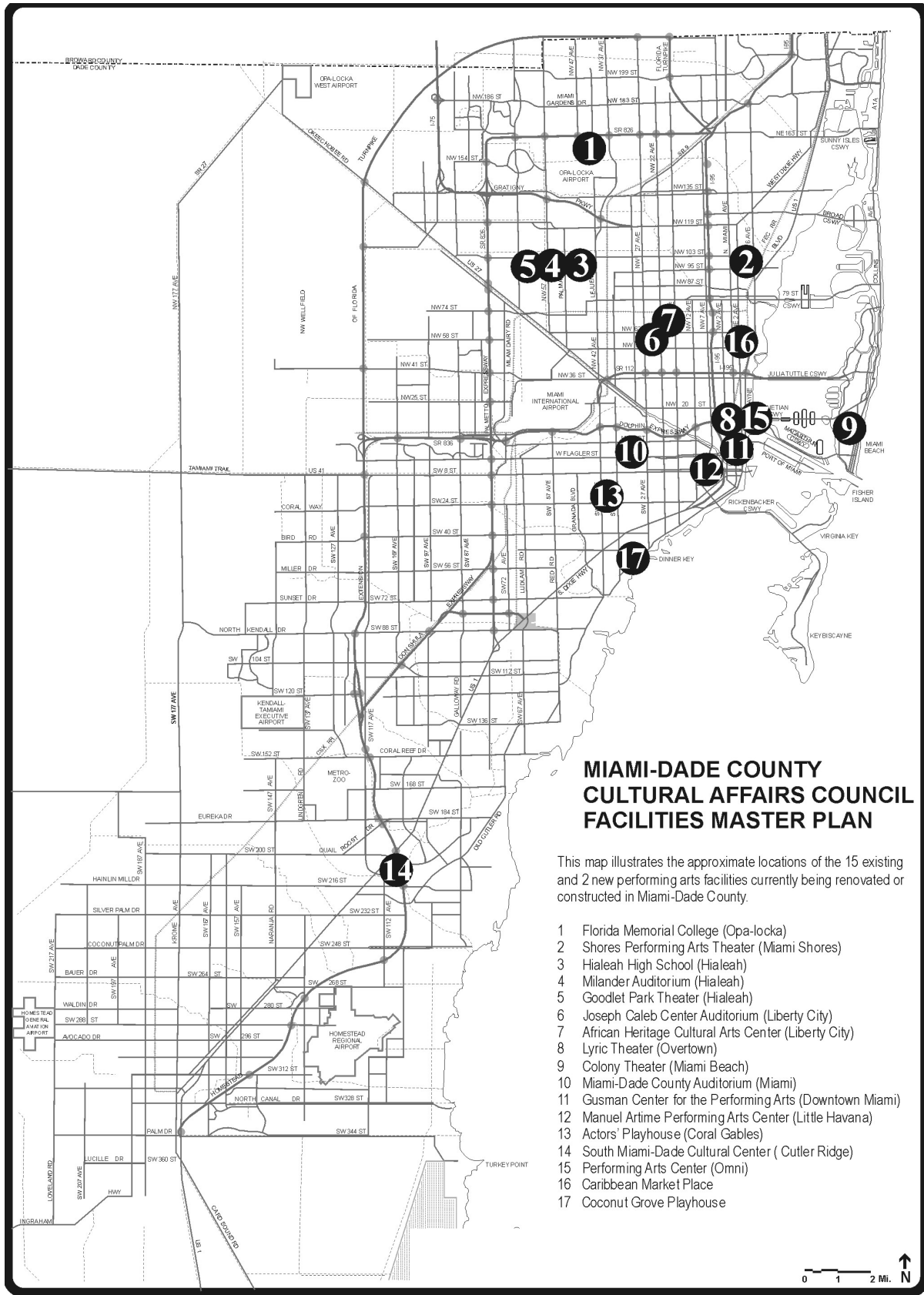
Funding Summary (\$ in 000s)	Countywide General Fund		Unincorporated Area General Fund		Other Funding		Total Funding		Total Positions	
	01-02	02-03	01-02	02-03	01-02	02-03	01-02	02-03	01-02	02-03
Primary Activity										
Administration	0	0	0	0	1,491	1,389	1,491	1,389	15	18
Programs	5,628	5,319	0	0	2,728	3,198	8,356	8,517	0	0
TOTAL	5,628	5,319	0	0	4,219	4,587	9,847	9,906	15	18

	Actual 00-01	Budget 01-02	Proposed 02-03
Personnel	1,347	1,467	1,526
Other Operating	7,107	8,357	8,357
Capital	8	23	23
TOTAL	8,462	9,847	9,906

CAPITAL FUNDING SUMMARY (\$ IN THOUSANDS)

	PRIOR	02-03	03-04	04-05	05-06	06-07	07-08	FUTURE	TOTAL
CULTURAL FACILITIES - NEW	2,101	11,778	10,377	7,697	0	0	0	0	31,953
FACILITY IMPROVEMENTS	11,140	13,005	2,750	0	0	0	0	0	26,895
Total Projected Cost:	13,241	24,783	13,127	7,697	0	0	0	0	58,848

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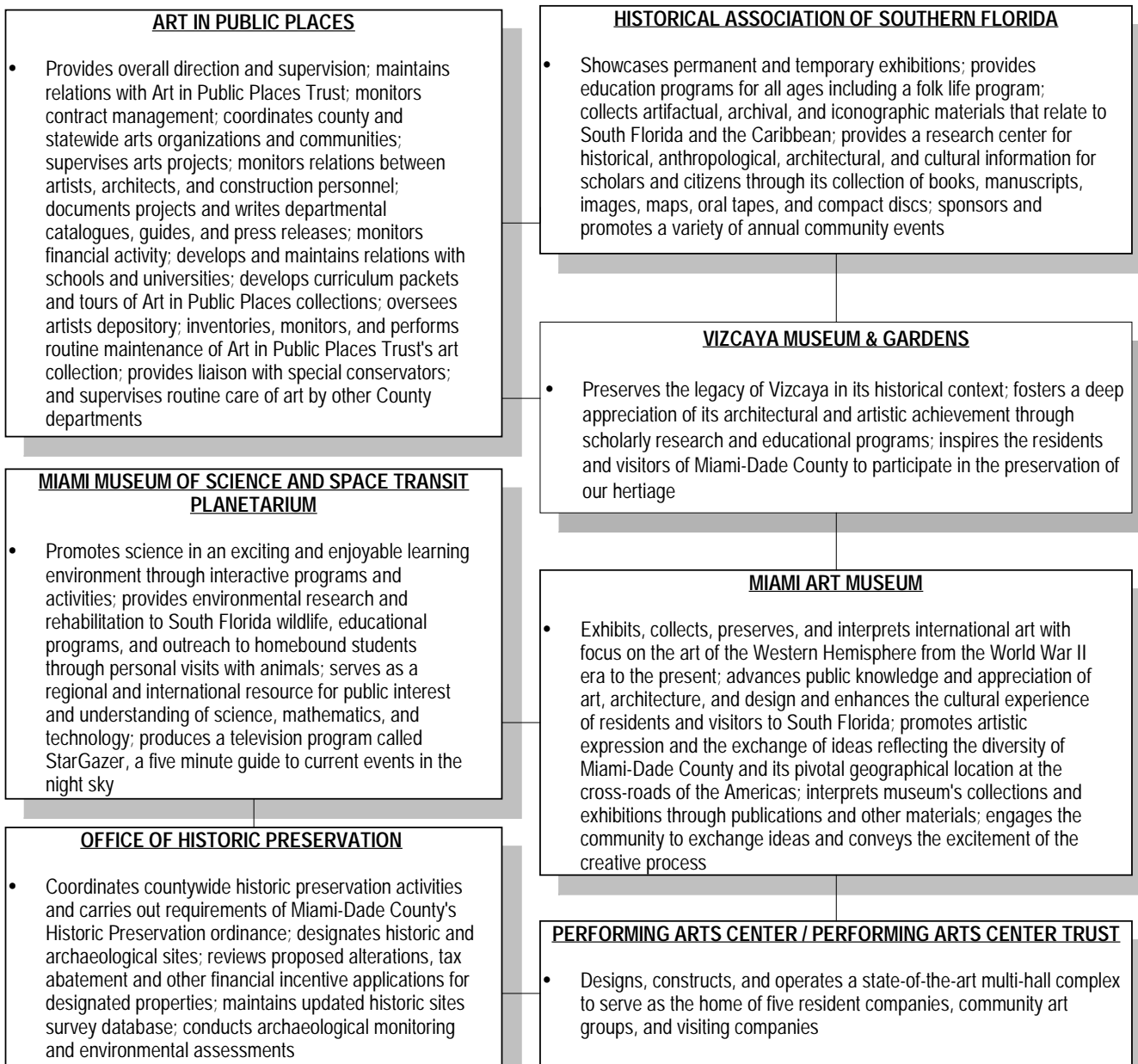
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Cultural Programs

PURPOSE

Provide enrichment, education, and quality arts work to the public through Art in Public Places (APP), for artists' improvements to the built environment; Office of Historic Preservation, for protection and revitalization of historic sites; Miami Art Museum (MAM), for visual and fine arts; Historical Association of South Florida (HASF), for South Florida and Caribbean history and folklife; Miami Museum of Science and Space Transit Planetarium, for science, space, and technology; Vizcaya Museum and Gardens, for preservation of historic landmark; and through the Performing Arts Center (PAC), for world class performances featuring resident companies, community groups, and visiting companies.

FUNCTIONAL TABLE OF ORGANIZATION



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BUSINESS PLAN

- Strategic areas: fostering an improved quality of life, especially for children and seniors
- Selected goal/objectives: increasing the public's exposure to cultural programs including: serving a minimum of 250,000 residents at the Miami Museum of Science, increasing membership from 1,100 to 2,000 at MAM, encouraging a ten percent increase over the next three years for membership upgrade at the HASF, and implementing the APP Master Plan by the end of FY 2002-03
- Capital program strategy: build a world class state of the arts Performing Arts Center

FY 2001-02 SERVICE STATUS

- Completed the following APP community projects: ArtCARE "Outreach to Juveniles in Adult Jails" with artist Xavier Cortada; ArtCARE Tile Mural Project with Carlos Alves; Tropical Park Refugee Youth Summer Art Program; Amelia Earhart Refugee Youth Summer Art Program; "The HeART of Miami" poetry project and summer internship program with New World School of the Arts students
- Completed public art installations at Seaport, Palmetto Metrorail Station, and Miami-Dade Police Station
- Received first payment (\$50,000) toward reimbursement of pre-delivery payments for the Frank Stella Bandshell sculpture the purchase of which has been cancelled; monthly payments (\$40,000) will be made to APP by the artist until \$1 million is reimbursed
- Awarded funding from the National Endowment for the Humanities for a project on the international dissemination of Calypso music during the mid-twentieth century; this project will include a major online exhibition on the HASF's web site, a small traveling exhibition and a series of public conferences in New York, Miami, London and Trinidad
- Launched "Everglades: Exploitation and Conservation", an exhibition produced by HASF to tell the story of the Everglades, from the arrival of the Seminole Indians in the 1800's to the preservation and conservation efforts of today
- Coordinated and managed the plans to build a protective structure that will allow for public access to the Miami Circle; entered into a joint venture with Flagstone Properties to develop the south side of Watson Island; this proposal includes a mega yacht facility, hotels, retail establishments and a 4,000 square foot facility to be provided to the Museum, at no direct cost, for a maritime gallery that HASF will operate
- Continued programs at the MAM that reach out to underserved communities and children including "FREE Sundays at MAM," "Second Saturdays are Free for Families" and "Artventure," programs that bring school children and families to MAM for free museum experiences; continued "MAM in the Neighborhood", a summer arts project designed to reach out underserved teens from the Empowerment Zone
- Presented nine exhibitions at MAM, including artists such as Martin Puryear, Vito Acconci, Donald Lipski and Roberto Matta; continued MAM's tradition of recognizing and furthering the work of artists who live and work in Miami's vibrant, international community and highlighting the extraordinary level of artistic activity in Miami by exhibiting eight Miami-based artists in the New Work Miami Series
- Received In October 2001 the City of Miami adopted resolution supporting the museum park at Bicentennial Park and awarding \$10 million towards the park's restoration and \$3.5 million in seed money each to fund MAM and the Science Museum's capital budget
- Awarded the Institute of Museum and Library Services' 2001 Service Award for the Museum of Science; received the Affiliates Fellowship award from the Smithsonian Institution
- Reduced general fund allocation to the MAM (\$113,000), the HASF (\$60,000) and the Miami Museum of Science and Space Transit Planetarium (\$17,000) as part of overall savings plans in light of the economic slowdown and the events of September 11; programmed Convention Development Tax (CDT) allocations

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(\$2.975 million) to the museums will not be reduced through the use of CDT shortfall reserves funds, even though CDT revenues are projected to be 16 percent below last year's levels

- Completed the administrative transition of the Office of Historic Preservation Division from the Office of the Community and Economic Development (OCED)
- Completed 13 Ad Valorem Tax Credit Exemption applications, 50 certificates of appropriateness applications, and 150 cultural resource assessments in conjunction with the State Historic Preservation Office and three historic designations
- Hired a mechanical engineer (Director of Plant Operations) as an employee of the Performing Arts Center Trust (PACT); the Performing Arts Center Management Office (PACMO) is funding this position for 18 months; this position will oversee the mechanical, plumbing, and HVAC systems aspects of the construction
- Provided funds for two out-stationed employees, a Community Small Business Enterprise (CSBE) Specialist through the Department of Business Development (DBD) to oversee and monitor the Construction Manager's CSBE Program and compliance with the Comprehensive Employment Strategy Agreement, and a Senior Procurement Agent through the Department of Procurement Management (DPM) to oversee and implement the project's direct (tax-exempt) purchase program; both positions are fully funded by PACMO but remain on the hiring departments table of organization
- Received two consultants' studies initiated in March 2001, in cooperation with the PACT and the PAC Foundation; the first was an Economic Impact Study, surveying the impact of the PAC to the surrounding area; the second was the Urban Design Vision Plan (UVP), projecting new development of retail, restaurants, and other entertainment and commercial properties
- Completed the pre-construction phase of the PAC contract on August 22, 2001, which included the review of contract documents, development of bid packages, and selection of value-engineering items; some early start activities were authorized and included de-watering, the removal of contaminated soils, the installation of test piles to gauge load bearing capacity of the subsurface for final foundation design, and the completion of the demolition of the structure surrounding the Sears Tower; following renegotiations, the Board approved on September 25th, 2001, a Guaranteed Maximum Price (GMP) construction contract of \$254.650 million which was below the target price of \$255.0 million originally approved by the BCC on December 19, 2000
- Issued the Construction Manager Notice to Proceed on October 15, 2001 with a contract time of 1,097 days with substantial completion of work to be completed by October 16, 2004
- Received \$1.430 million of tax increment district revenue from the City of Miami Community Redevelopment Agency (CRA) for the Omni redevelopment area, pursuant to an interlocal cooperation agreement between the City of Miami, the CRA and the County; this revenue will be used for PAC debt service
- Received the second installment of the private sector contribution of \$18.870 million for the construction of the PAC; the private sector has an overall commitment of \$63.2 million of which \$42.2 million is earmarked for the design (\$3.33 million) and construction (\$38.87 million) of the PAC and \$21.0 million is committed for the PAC's endowment

FY 2002-03 RECOMMENDATIONS

- The FY 2002-03 Proposed Budget for APP's administration is \$593,000 which supports the current service level; funding for APP is derived from a 1.5 percent art allowance on the construction of new County facilities
- The FY 2002-03 Proposed Budget for the Office of Historic Presentation is \$345,000; administrative functions are recommended to be shared with APP to improve efficiency and reduce costs
- The FY 2002-03 Proposed Budget for Vizcaya Museum and Gardens is \$3.911 million and the Proposed Capital Budget is \$1.3 million for capital improvement projects; attrition is budgeted at five percent

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- Management and construction oversight of the PAC project is provided for in the PAC Capital Budget (\$1.454 million, eight positions); PACMO eliminated one vacant position from the FY 2001-02 budget
- Funding of \$130,000 from the Capital Outlay Reserve (COR) is proposed for facility repairs and improvements at the Miami Museum of Science and Space Transit Planetarium
- The PAC Project budget is revised to \$340.638 million from \$334.459 million, an increase of \$6.177 million; proposed funding is provided from a combination of financing proceeds (\$227.705 million), which includes debt to be issued in FY 2002-03 of \$68.0 million; interest earnings (\$52.761 million, \$5.73 million more than projected due to a slower construction drawdown), CDT (\$6.75 million); municipal contributions (\$5.9 million); state grants (\$4.150 million, \$425,000 more than projected); Safe Neighborhood Parks (SNP) grant (\$800,000); private donations (\$42.2 million); and miscellaneous revenues (\$372,000, \$22,000 more than anticipated)
- Additional interest earnings and grant funds of \$6.177 million are anticipated and recommended for the following: \$357,000 for scope clarifications and \$591,000 for scope increases during the final negotiation in September 2001 (identified in the GMP contract); \$1.046 million additional furniture, fixtures and equipment which was value engineered in 1998 (security system \$756,000 and signage \$290,000); increased project contingency \$2.148 million (from \$718,000 to \$2.866 million); \$1.570 million for PACMO's Operating Budget in FY 2004-05 for punch list and close-out of the Project which was previously unfunded; \$465,000 added to an already budgeted \$285,000 to contract a Project Scheduler and a Claims Avoidance Specialist
- Expect to receive \$1.168 million of tax increment district revenue from the City of Miami CRA for the Omni redevelopment area, pursuant to an interlocal cooperation agreement between the City of Miami, the CRA, and the County; this revenue will be used for PAC debt service
- Expect to spend COR allocation of \$130,000 for repairs and renovations at the Miami Museum of Science and Space Transition Planetarium
- Vizcaya Museum and Gardens' Vizcaycans and Foundation has earmarked \$4 million dollars to assist with Vizcaya' capital projects

FY 2002-03 ADJUSTMENTS TO SERVICES

- The Proposed Budget includes the addition of one Administrative Officer I to the Office of Historic Preservation to assist with surveying of historic properties
- The Proposed Budget for the Office of Historical Preservation (\$345,000) includes a saving of \$50,000 in administration due to shared responsibilities of the APP director as interim head of the Office of Historic Preservation
- Funding for the MAM, HASF, and Museum of Science will be maintained at current year levels, adjusted for the savings plan incorporated in FY 2001-02; MAM (\$1.742 million), the HASF (\$1.219 million) and the Miami Museum of Science and Space Transit Planetarium (\$784,000)
- The Museum of Science has requested a special appropriation of \$400,000 to avoid service adjustments; however at this time additional funding is not recommended; options are under review and will be reported before the September budget hearings

SELECTED UNMET NEEDS

- Need to renovate and maintain art work in public places (\$1.452 million)
- Need additional direct subsidy to build adequate operational support for county cultural facilities (\$6 million)
- Unfunded capital needs for Vizcaya Museum and Gardens total \$19.250 million: fountain repairs (\$1 million); statues, urns and busts (\$1.5 million); village restoration (\$15 million); new roof (\$750,000); restoration of servant quarters (\$750,000); and pool area restoration (\$250,000)

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- Other unfunded capital needs total \$381.989 million and include the following projects: Miami Art Museum improvements (\$989,000); a new 265,000 square foot Science Center of the Americas (\$250 million); expansion of the Museum of Science which will not occur if the Science Center of the Americas is built (\$15 million); a new MAM facility (\$100 million); and a new 80,000 square foot Historical Museum of Southern Florida facility, (\$16 million)

OPERATING FUNDING SUMMARY (\$ IN THOUSANDS)

Funding Summary (\$ in 000s)	Countywide General Fund		Unincorporated Area General Fund		Other Funding		Total Funding		Total Positions	
	01-02	02-03	01-02	02-03	01-02	02-03	01-02	02-03	01-02	02-03
Primary Activity										
Art in Public Places	0	0	0	0	568	593	568	593	6	6
Historical Museum	362	302	0	0	917	917	1,279	1,219	0	0
Miami Art Museum	504	391	0	0	1,351	1,351	1,855	1,742	0	0
Museum of Science	94	77	0	0	707	707	801	784	0	0
Office of Historic Preservation	233	175	0	0	174	170	407	345	6	6
Performing Arts Center	0	0	0	0	1,303	1,454	1,303	1,454	9	8
Vizcaya Museum and Gardens	0	0	0	0	4,289	3,911	4,289	3,911	38	38
TOTAL	1,193	945	0	0	9,309	9,103	10,502	10,048	59	58

	Actual 00-01	Budget 01-02	Proposed 02-03
Personnel	4,824	5,598	5,330
Other Operating	3,275	4,664	4,142
Capital	479	240	576
TOTAL	8,578	10,502	10,048

CAPTIAL FUNDING SUMMARY (\$ IN THOUSANDS)

	PRIOR	02-03	03-04	04-05	05-06	06-07	07-08	FUTURE	TOTAL
MUSEUM OF SCIENCE FACILITY IMPROVEMENTS	0	130	0	0	0	0	0	0	130
PERFORMING ARTS CENTER FACILITY - NEW	119,247	124,076	76,264	21,051	0	0	0	0	340,638
Total Projected Cost:	119,247	124,206	76,264	21,051	0	0	0	0	340,768

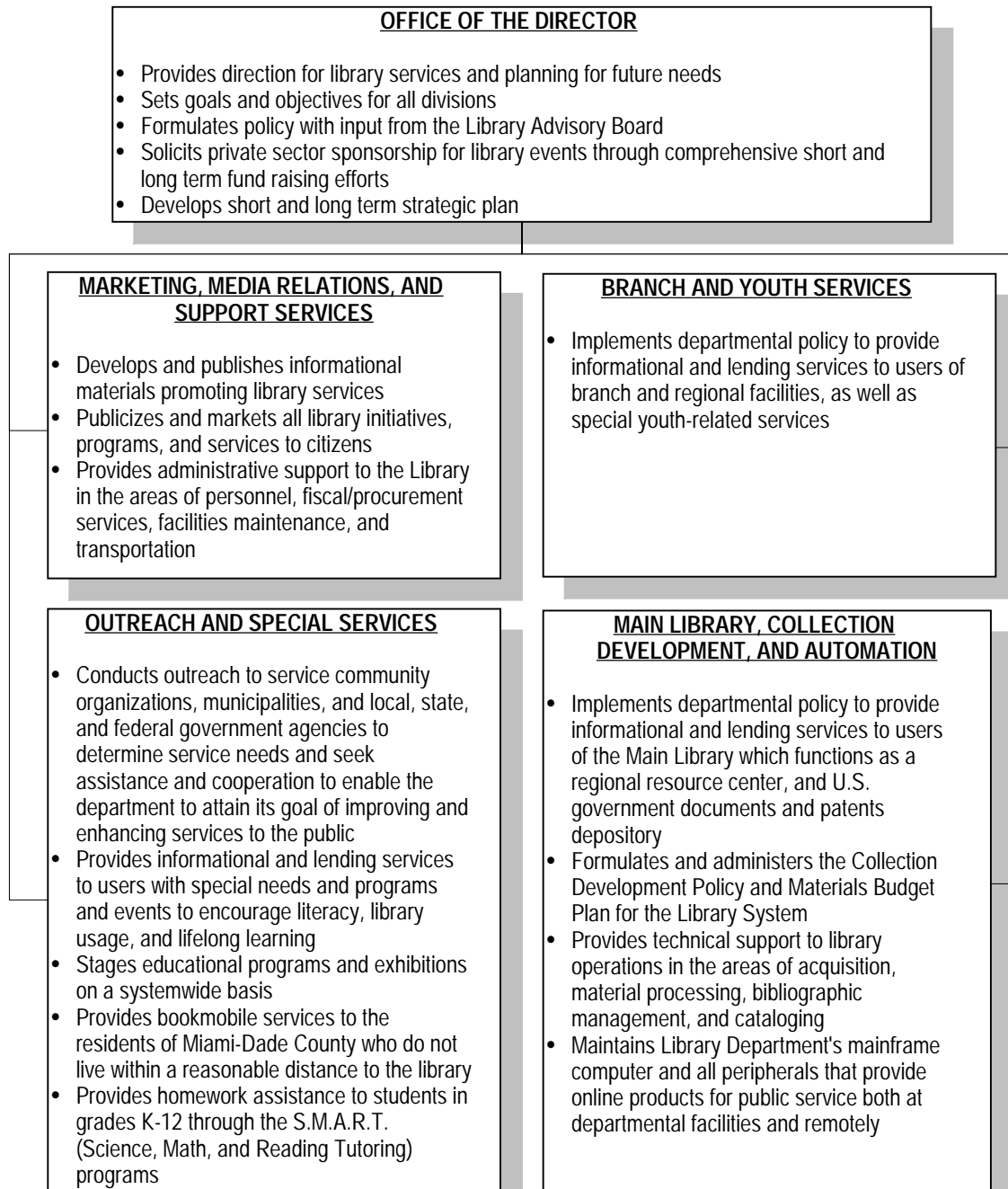
2002-2003 PROPOSED BUDGET AND MULTI-YEAR CAPITAL PLAN

Library

PURPOSE

Operate the County libraries and provide library information services

FUNCTIONAL TABLE OF ORGANIZATION



BUSINESS PLAN

- Strategic areas: focusing on customer service, fostering an improved quality of life
- Selected goals/objectives: protect the structural integrity of facilities by conducting necessary repairs and renovations, including major roof repairs/replacements at three libraries and major air conditioning replacements at six; expand service to underserved parts of the community by opening new libraries, including

2002-2003 PROPOSED BUDGET AND MULTI-YEAR CAPITAL PLAN

Concord, Naranja, and Tamiami, and continue planning at Doral and International Mall; increase public awareness of the libraries; provide informational, educational, and cultural programs and exhibits; update the computer network to provide more efficient access; increase staff training opportunities by utilizing online and in-person classes offered by Southeast Florida Library Information Network (SEFLIN) and by the library training staff on customer service, reference, computer troubleshooting, management skills, etc., and by sending automated services staff for high end technology training; and maintain adequate levels of public service and support staff

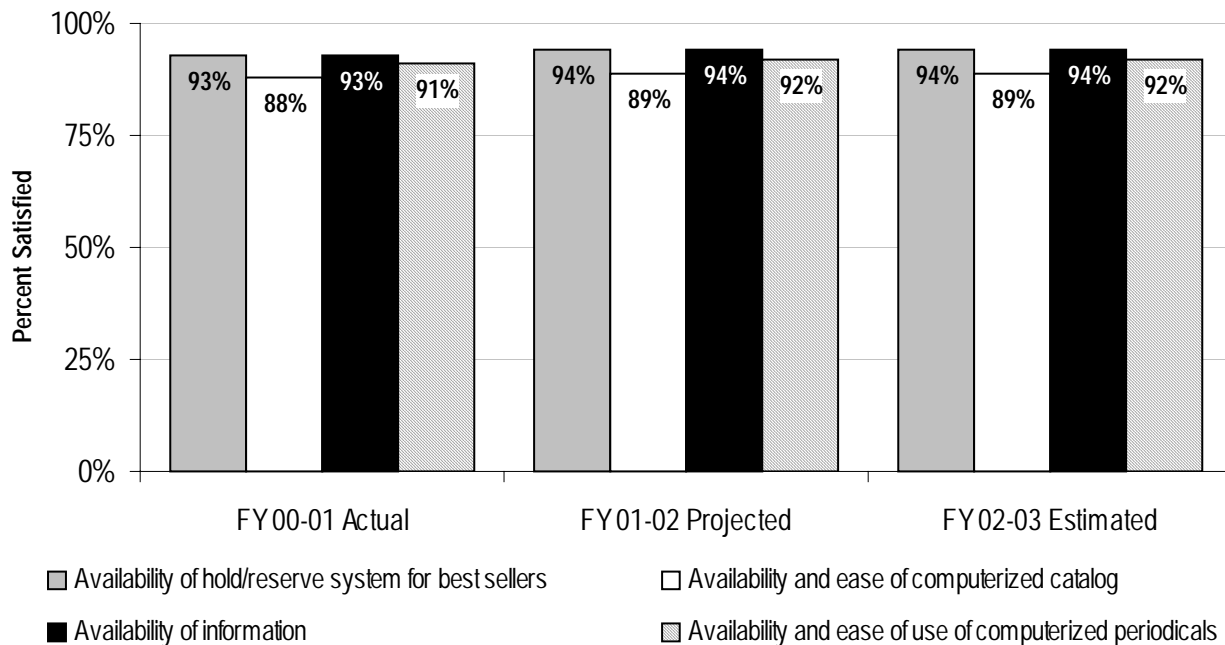
- Capital program strategy: upgrade and expand library facilities to meet service demands

FY 2001-02 SERVICE STATUS

- The department, with 343 public access terminals, is the largest supplier of free Internet access in the County; the department will work with the private sector to develop a pilot program to complement free access with premium service to reduce waiting time
- Used the Book Trust Fund (\$500,000) to fund computer upgrades; this fund will be depleted by the end of the fiscal year
- Began planning, design, and land acquisition for the first two (Doral and International Mall) of ten libraries approved under the facility expansion program approved by the Board of County Commissioners (BCC) in March 2002; the first mini library will open at Concord in October 2002
- Expanded the Science, Math, and Reading Tutoring program (SMART), formerly called Public Library Assistance to Students in Math and Science (PLASMAS), to all libraries, including the introduction of a reading component
- Will complete renovations at the Coral Gables Branch Library, including chiller and roof replacement (\$460,000), using department operating funds
- Completed or will complete additional roof repairs at Coconut Grove, Miami Beach, North Shore, and South Shore Branch Libraries, and West Dade Regional Library (\$525,000); air conditioner replacement at Lemon City and North Shore Branch Libraries (\$87,000); electrical repairs at Coconut Grove Branch Library (\$27,000); air quality renovations at Homestead Branch Library (\$263,000); and recarpeting and painting at the Main Library (\$600,000); funding is provided from the department's operating budget
- Will assess purchase of the West Kendall Regional Library, currently a leased facility, and a new site to relocate Fairlawn Branch Library from the existing leased facility; funding will be provided from reserves established for the library expansion plan and will be repaid from funds currently budgeted for rent at these facilities; exact costs are subject to on-going negotiations
- Implemented bookmobile services with two bookmobiles in April to reach underserved areas
- Created an Outreach Services Division to enhance community outreach, provide educational programs such as SMART, provide exhibitions on a system-wide basis, and increase services to patrons with special needs
- Expanded service at six libraries (Coral Reef, Homestead, Kendall, Miami Lakes, Model City, and South Miami) to six days per week

2002-2003 PROPOSED BUDGET AND MULTI-YEAR CAPITAL PLAN

Library Satisfaction Survey



FY 2002-03 RECOMMENDATIONS

- The FY 2002-03 Proposed Operating Budget is \$54.228 million, a 10.5 percent increase from the current year; funding sources include district property tax revenues of \$43.929 million; assumes receipt of \$2.2 million in State Aid to Libraries (\$800,000 reduction from the current year budget), and \$8.099 million in carryover and other revenues, of which \$5.167 is dedicated to the library expansion plan funded by 0.1 mill approved in FY 2001-02 and recommended for continuation in FY 2002-03; funding is included for 510 positions, an increase of twelve from the FY 2001-02 staffing level; attrition is budgeted at 9.5 percent
- The FY 2002-03 Capital Budget and Multi-Year Capital Plan totals \$56.225 million, all of which is provided from Library Taxing District revenues; a total of 18 library facilities, including branch and mini libraries, are included in the Multi-Year Capital Plan; details on the location of these facilities are included in the appendix
- Property tax revenues assume no change in the millage rate of 0.451 mills; the property tax roll is estimated to be \$102.53 billion
- The department's contingency reserve is budgeted at \$529,000
- The Living Wage ordinance, establishing a living wage requirement for County employees and employees working under County service contracts, will affect 167 employees in the Library Department (\$348,000)
- The Proposed Budget includes \$400,000 revenue from the Federal E-Rate program; these funds will reimburse the department for technology-related expenses and will free up \$150,000 to be used for additional library materials
- The Library will pay \$1.432 million for allocated building rent and management fees to County-owned facilities and a \$1.535 million administrative reimbursement to the general fund in FY 2002-03
- The department will complete roof replacement or repair at Allapattah (\$60,000), Grapeland Heights (\$140,000), West Flagler Branch Libraries (\$179,000); air conditioner repair or replacement at Coral Gables (\$200,000), Coral Reef (\$130,000), and West Dade Regional Library (\$250,000); parking lot at Coral Gables

2002-2003 PROPOSED BUDGET AND MULTI-YEAR CAPITAL PLAN

(\$63,000); abatement and renovations at Culmer Branch Library (\$35,000); and parking lot expansion at Kendall Branch Library (\$65,000)

FY2002-03 ADJUSTMENTS TO SERVICES

- Attrition is budgeted at 9.5 percent, two percent higher than budgeted in the prior fiscal year but equal to the current actual rate
- Funding is included for six additional positions in support and branch management to assist in the operations of new facilities
- The department will open the Naranja mini library in December 2002 and the West Tamiami mini library in July 2003 (three additional positions for each facility); architectural and engineering plans will continue on the branch libraries at Doral and International Mall
- The department will begin operations at the new Miami Beach Regional Library once construction is completed by the City of Miami Beach

SELECTED UNMET NEEDS

- Need additional on-going funding to provide funds for maintenance and repairs for existing facilities, books and materials, computer upgrades, reduced attrition, and security enhancements (0.02 mills)
- Need on-going funding to accelerate the library expansion program to complete construction in FY 2007-08 rather than FY 2013-14 (0.04 mills)
- Need to identify an on-going source of funding for construction of five additional 15,000 square foot facilities (\$26.150 million) to reach underserved areas of Miami-Dade County according to the department's strategic plan
- Need to identify funding for the renovation and expansion of existing facilities as they continue to age (\$2.5 million recurring)

2002-2003 PROPOSED BUDGET AND MULTI-YEAR CAPITAL PLAN

MIAMI-DADE PUBLIC LIBRARY SYSTEM

● EXISTING FACILITIES

1. ALLAPATTAH
1799 NW 35 St.
2. CIVIC CENTER PORTA KIOSK
Metrorail Civic Center Station
3. COCONUT GROVE
2875 McFarlane Rd.
4. CORAL GABLES
3443 Segovia St.
5. CORAL REEF
9211 Coral Reef Dr.
6. COUNTRY WALK
15433 SW 137 Ave.
7. CULMER/OVERTOWN
350 NW 13 St.
8. DORAL
9585 NW 41 St.
9. EDISON CENTER
531 NW 62 St.
10. FAIRLAWN
6869 SW 8 St.
11. GRAPELAND HEIGHTS
1400 NW 37 Ave.
12. HIALEAH GARDENS
11300 NW 87 Court
13. HISPANIC
2190 W. Flagler St.
14. HOMESTEAD
700 N. Homestead Blvd.
15. KENDALL
9101 SW 97 Ave.
16. KEY BISCAINE
299 Crandon Blvd.
17. LEMON CITY
430 NE 61 St.
18. LITTLE RIVER
160 NE 79 St.
19. MAIN LIBRARY
101 W. Flagler St.
20. MIAMI BEACH
2100 Collins Ave.
21. MIAMI LAKES/
PALM SPRINGS NORTH
6699 Windmill Gate Rd.
22. MIAMI SPRINGS
401 Westward Dr.
23. MODEL CITY
2211 NW 54 St.
24. NORTH CENTRAL
9590 NW 27 Ave.
25. NORTH DADE REGIONAL
2455 NW 183 St.
26. NORTH SHORE
7501 Collins Ave.
27. NORTHEAST
2930 Aventura Blvd.

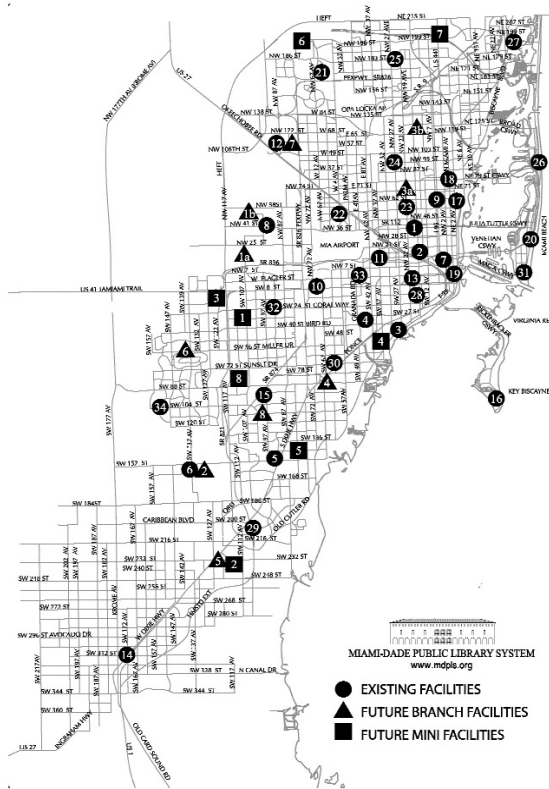
28. SHENANDOAH
2111 SW 19 St.
29. SOUTH DADE REGIONAL
10750 SW 211 St.
30. SOUTH MIAMI
6000 Sunset Dr.
31. SOUTH SHORE
225 Washington Ave.
32. WEST DADE REGIONAL
9445 Coral Way
33. WEST FLAGLER
5050 W. Flagler St.
34. WEST KENDALL REGIONAL
10201 Hammocks Blvd.

▲ Future Branch Facilities

1. International Mall
1. Doral
2. Country Walk
3. District 2 (A)
3. District 2 (B)
4. Pinecrest
5. Naranja
6. Kendale Lakes Area
7. Hialeah Gardens
8. Killian Area

■ Future Mini Facilities

1. Concord
2. Naranja
3. West Tamiami
4. West Grove - Virrick Park
5. Palmetto Bay
6. Palm Springs North
7. California Club
8. Sunset Area



2002-2003 PROPOSED BUDGET AND MULTI-YEAR CAPITAL PLAN

OPERATING FUNDING SUMMARY (\$ IN THOUSANDS)

Funding Summary (\$ in 000s)	Property Tax		Other Funding		Total Funding		Total Positions	
	01-02	02-03	01-02	02-03	01-02	02-03	01-02	02-03
Primary Activity								
Branch and Youth Services	20,539	7,472	8,600	10,299	29,139	17,771	312	322
Director's Office	3,185	3,834	0	0	3,185	3,834	24	21
Main, Technical Support and Collection	11,316	17,213	0	0	11,316	17,213	105	110
Marketing, Media Relations, and Support	4,397	13,791	0	0	4,397	13,791	37	37
Outreach and Special Services	1,045	1,619	0	0	1,045	1,619	20	20
TOTAL	40,482	43,929	8,600	10,299	49,082	54,228	498	510

	Actual 00-01	Budget 01-02	Proposed 02-03
Personnel	22,020	23,236	25,038
Other Operating	15,324	24,245	27,040
Capital	937	1,601	2,150
TOTAL	38,281	49,082	54,228

CAPITAL EXPENDITURE SUMMARY (\$ IN THOUSANDS)

	PRIOR	02-03	03-04	04-05	05-06	06-07	07-08	FUTURE	TOTAL
LIBRARY FACILITIES - NEW	749	2,361	4,637	4,345	5,551	3,190	2,691	27,820	51,344
LIBRARY FACILITIES - REPAIRS AND RENOVATIONS	2,989	1,892	0	0	0	0	0	0	4,881
Total Projected Cost:	3,738	4,253	4,637	4,345	5,551	3,190	2,691	27,820	56,225

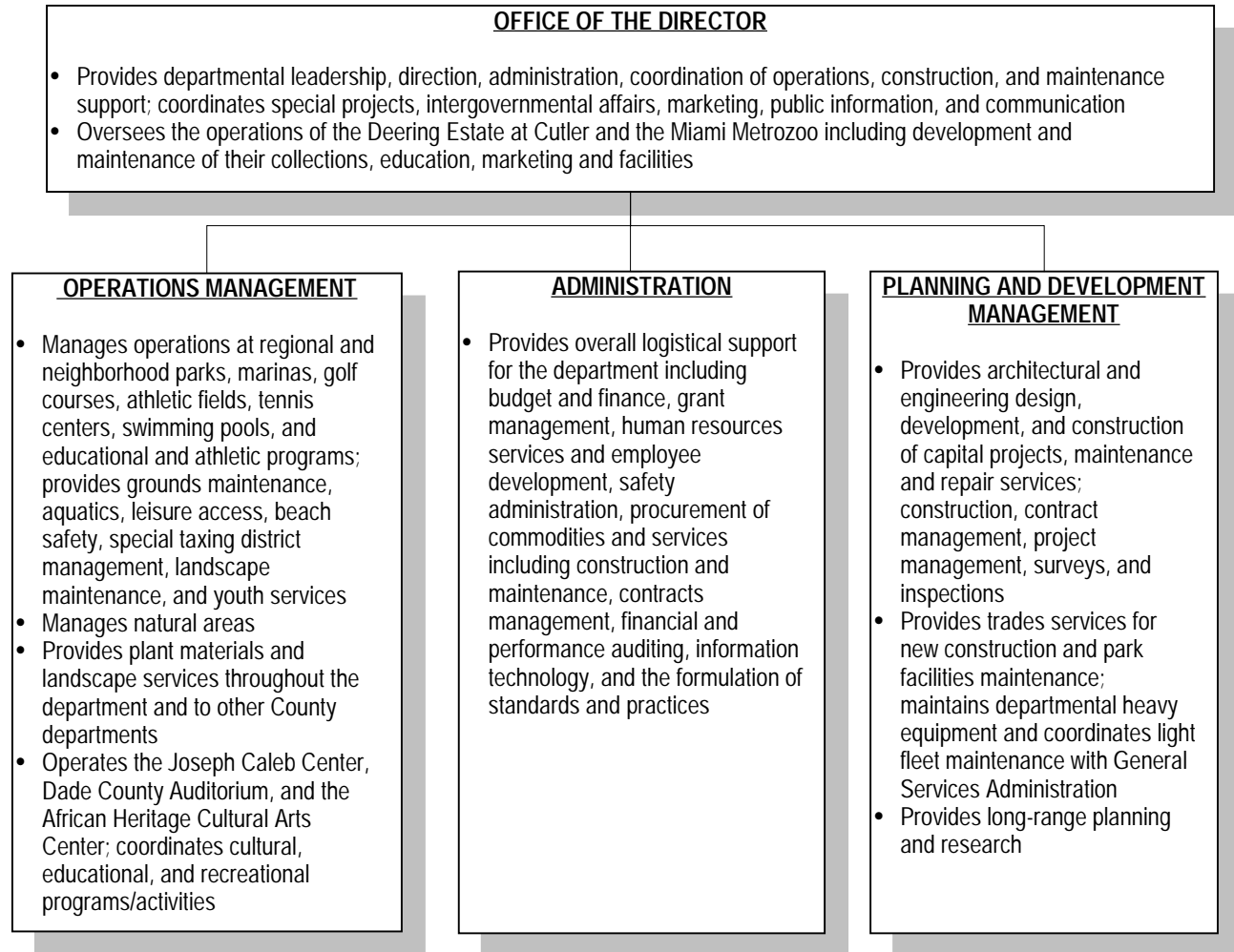
2002-2003 PROPOSED BUDGET AND MULTI-YEAR CAPITAL PLAN

Park and Recreation

PURPOSE

Develop, operate, and maintain parks and other recreational areas; provide recreational and cultural programs; conserve open space and preserve assigned natural areas for present and future generations.

FUNCTIONAL TABLE OF ORGANIZATION



BUSINESS PLAN

- Strategic areas: fostering an improved quality of life; providing safe, quality neighborhoods; focusing on customer services, and promoting efficient and effective government
- Selected goals/objectives: expand and diversify recreational programming; increase security and condition of facilities; enhance services at the beaches, golf courses, the Deering Estate, Miami Metrozoo, and special taxing districts by establishing and promoting new events and programs and creating more partnership opportunities; and improve public awareness of services by updating the website and increasing distribution and scope of marketing
- Capital program strategy: acquire and develop new facilities to meet community needs, including the Music Hall Addition at African Heritage Cultural Arts Center and the completion of a soccer complex at Amelia Earhart Park; restore and maintain natural areas, including completion of the final phase of Safe Neighborhood Parks (SNP) funded restoration

2002-2003 PROPOSED BUDGET AND MULTI-YEAR CAPITAL PLAN

FY 2001-02 SERVICE STATUS

- Implemented fee adjustments including summer camps, golf courses, and Miami Metrozoo admission
- Created a Special Taxing District Maintenance Division to separate functions performed by this unit from those performed by operations management staff
- Received \$200,000 to date from the Miami Heat in accordance with the development agreement at American Airlines Arena; money received will be placed into a trust fund to provide scholarships for low-income children to attend special summer programs
- Implemented a plan to reduce expenditures by \$1.2 million by holding vacant certain administrative positions (\$88,000); reducing non-capital funded costs in the development divisions (\$60,000), fleet allocation (\$50,000), facility maintenance by ten percent (\$529,000), days of operations for eleven seasonal pools (\$192,000), adjusting beach maintenance services (\$50,000), delaying start-up costs of new facilities at the African Heritage Cultural Arts Center and the Redland Fruit & Spice Park (\$53,000); and not implementing the custodial maintenance plan (\$155,000); these reductions will be implemented for approximately half of the fiscal year
- Will complete the outdoor electrical and lighting infrastructure survey of approximately 200 parks and begin repairs as needed; funding will be provided by the Insurance Trust Fund (\$1.125 million)
- Will complete the purchase of equipment for maintenance of beaches and areawide park facilities (\$750,000) and local park facilities (\$500,000) using Capital Outlay Reserve (COR) funds
- Will repair and improve facilities such as walkways, restrooms, parking lots, park signs, and building painting with additional COR funds (\$2 million)
- Supported one-half of a web designer in the e-Government Department (\$20,000) and promotional spots on Miami-Dade Television (\$75,000)
- Will continue connecting park facilities to the County sewer system (\$3.55 million)
- Added several positions including clerical support for natural areas (one position), roving maintenance for special taxing districts (eight positions), and maintenance of the Doral Isles Special Taxing District (three positions) and Westwind Lakes Special Taxing District (one position)

Areawide

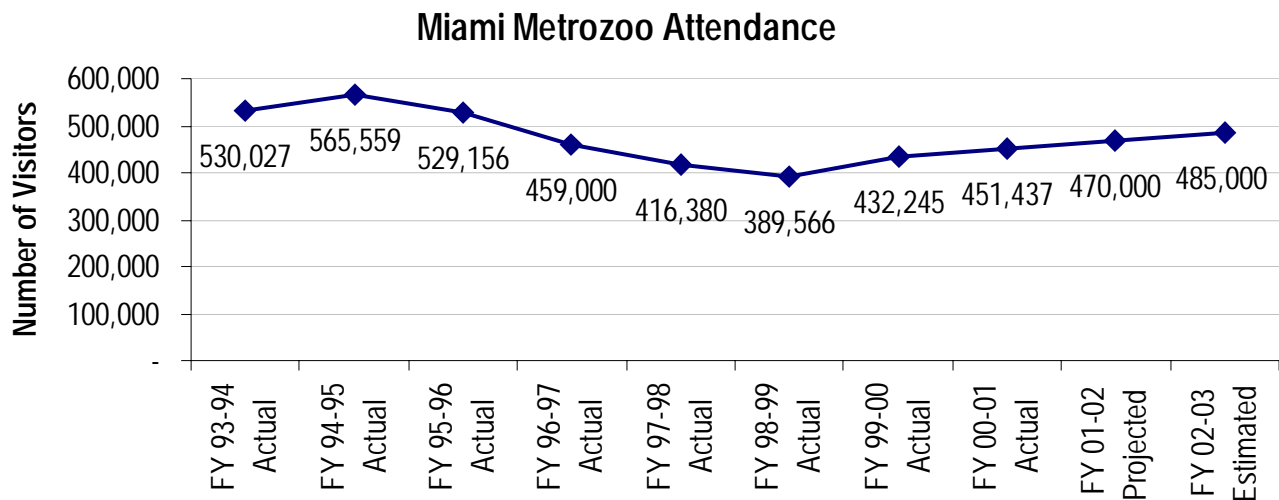
- Completed the first year of gainsharing at the six County marinas; the marina system generated revenues and cost savings of \$935,000 above the minimum guarantee of which \$662,000 will be used to fund various marina capital projects and \$64,000 was shared with employees pursuant to the Memorandum of Understanding (MOU)
- Opened a dog park and skate park at Amelia Earhart Park in October 2001 with COR and impact fee funds (\$400,000)
- Will complete several renovation projects at County golf courses, including re-grassing of greens at Briar Bay, Crandon and Greynolds; other projects will be completed on an as needed basis in FY 2002-03
- Anticipate completion of the planning and design of the Carol City Community Center; construction should be completed in FY 2004-05
- Completed shelter, boardwalk, reef overlook, and bicycle/tram path at the Bear Cut Preserve in Crandon Park with state grant and COR funds (\$560,000)
- Completed the Tropical Equestrian Center and other related improvements at Tropical Park with Safe Neighborhood Parks (SNP) Bond and state grant funds (\$3.2 million)
- Will complete environmental and safety improvements using COR funds (\$429,000), including but not limited to construction of a chemical storage building at Briar Bay Golf Course and a water line at Trail Glades Range

2002-2003 PROPOSED BUDGET AND MULTI-YEAR CAPITAL PLAN

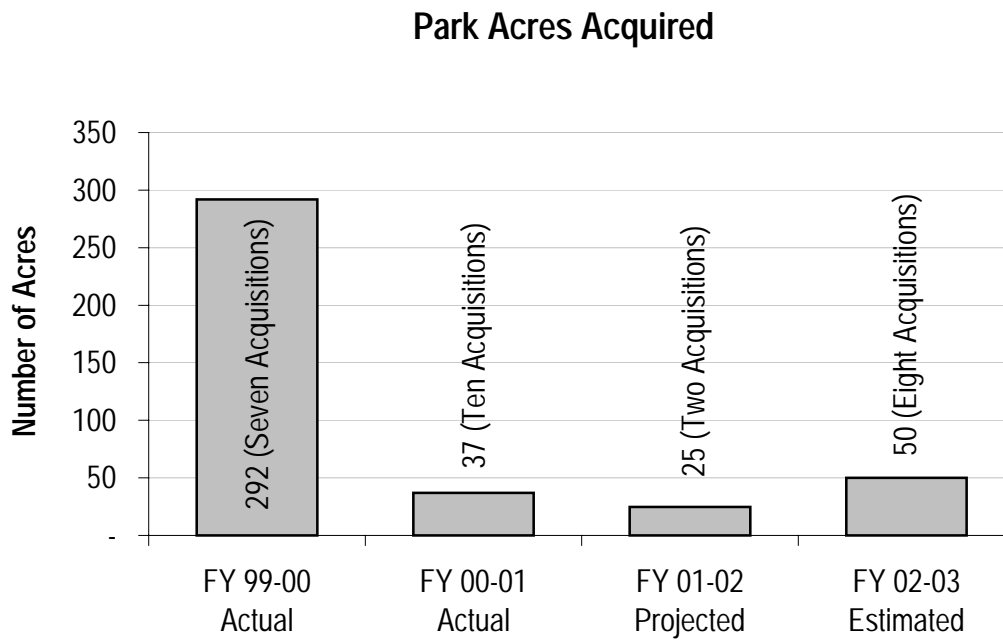
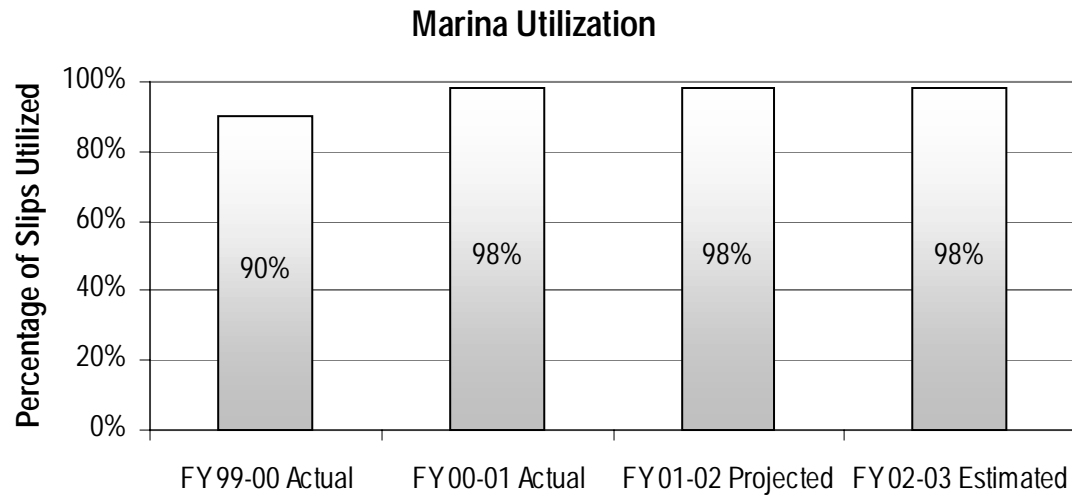
- Will complete mangrove boardwalk and renovation of People's Dock and Chinese Bridge at Charles Deering Estate with SNP Bond, Community Development Block Grant, state grant, and COR funds (\$1.5 million)

Unincorporated Area

- Transferred Miami Lakes Park and Royal Oaks Park to the Town of Miami Lakes
- Acquired Royal Colonial Park (24.5 acres) in a land transfer from the General Services Administration
- Completed site improvements to the recently acquired Arcola Lakes Park addition with SNP and Quality Neighborhoods Improvement Program (QNIP) funds (\$260,000)
- Completed playground and two parking lot additions at Coral Reef Park with SNP, QNIP, and COR funds (\$525,000)
- Completed Phase I development at Doral Park including access control, playground, walkway, parking lot, and site improvements with impact fees (\$600,000)
- Will replace playground equipment at Kendall Indian Hammocks Park and Tropical Park with COR funds (\$275,000)
- Will complete Phase I development at Miami West Park to include roadway, lighted walkway and lakeside picnic area with SNP Bond and impact fees (\$845,000)
- Will complete a restroom/concession /storage building with parking at Miller's Pond Park with impact fees (\$405,000)
- Will complete Phase I development of North Trail Park to include playground, access control, parking lot, walkway, and site improvements with QNIP, Impact fees and Capital Outlay Reserve (COR) funds (\$570,000)

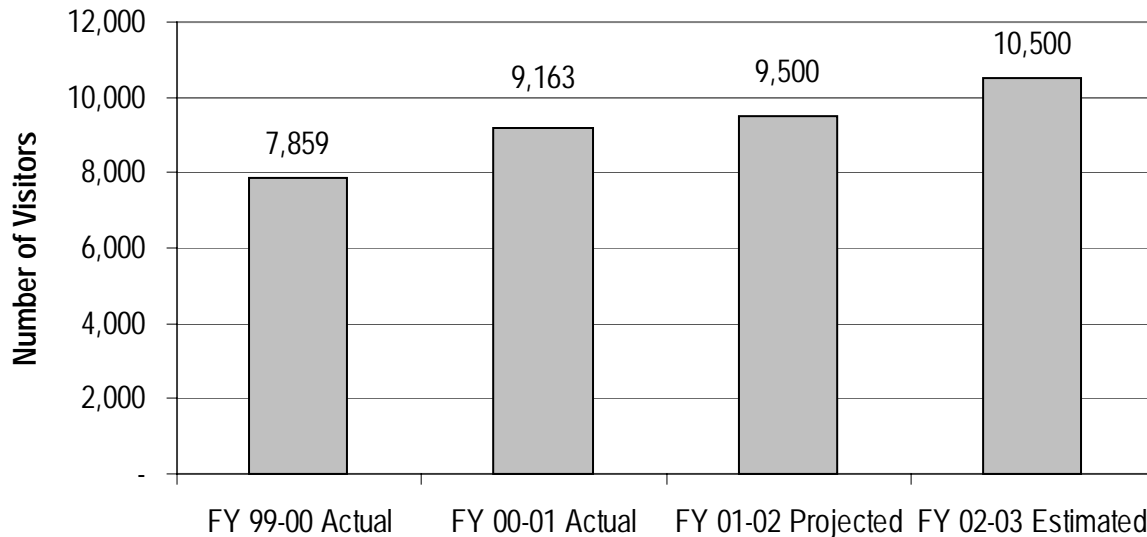


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Deering Estate Attendance



FY 2002-03 RECOMMENDATIONS

- Overall, the department's operating budget increased 3.4 percent from \$83.603 million to \$86.448 million; the countywide subsidy is proposed to increase from \$22.111 million to \$26.437 million and the unincorporated municipal service area (UMSA) subsidy is proposed to decrease from \$29.218 million to \$27.052 million; non-general fund revenues increase from \$31.674 to \$32.359 million; self generated (non-general fund) revenues include \$3.67 million from the Miami Metrozoo, \$640,000 from operations of the Deering Estate, \$1.2 million from a landscape maintenance contract agreement with the Town of Miami Lakes, and \$200,000 in Community-based Organizations (CBO) carryover; funding is provided for 1,136 full-time positions, a net decrease of four from the FY 2001-02 staffing level; attrition is budgeted at eight percent (five percent for Miami Metrozoo)
- The Proposed Capital Budget and Multi-Year Capital Plan of \$289.288 million is supported by the following revenues: Safe Neighborhood Parks (SNP) bond proceeds and interest earnings (\$59.528 million awarded through FY 2001-02) and \$56.023 million expected beyond FY 2001-02; the QNIP bond proceeds (\$36.757 million); impact fees (\$64.722 million); state grants (\$8.114 million); federal grants (\$3.366 million); Capital Outlay Reserve (COR) (\$32.273 million); cash donations (\$7.3 million); Professional Sports Franchise Facility Bonds (\$3 million); financing proceeds (\$7.4 million); Sunshine State Financing (\$9 million); the Liability Trust Fund (\$1.2 million); and pre-paid revenue (\$605,000)
- COR fund will provide \$8.45 million for park projects in FY 2002-03, a decrease of \$4.05 from the FY 2001-02 budget level; the Proposed Budget includes \$2 million for local park repairs and renovations (including \$500,000 for CBOs undertaking capital improvement projects at County parks), \$1.25 million for areawide park repairs and renovations (including \$250,000 for Crandon Park improvements), \$3 million for sewer connections (funding provided by Miami-Dade Water and Sewer Department), \$300,000 for heavy and off-road equipment serving local and countywide parks, \$150,000 for beach maintenance equipment, \$250,000 for environmental and safety improvements, and \$1.5 million for Golf Club of Miami improvements
- Fee adjustments include minor increases in select winter and summer golf rates consistent with other golf courses (\$59,000), admission to the Miami Metrozoo to \$11.27 for adults and \$6.57 for children (\$380,600),

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boat ramps (\$8,000), after school programs (\$140,000), campgrounds (\$27,500), L&P Thompson Lake (\$8,000), Redland Fruit & Spice Park (\$5,000), parking at various facilities (\$10,000), Tropical Park Equestrian Center (\$15,000), and event fees, photo and video shoots, and new programs at the Deering Estate at Cutler (\$93,500)

- The allocation between the countywide and local programs reflects a methodology based on gross expenditures rather than net subsidy as had been the case in the past; as a result, the countywide allocation increased by \$2.181 million while the allocation to the UMSA budget decreased by a like amount
- The Park and Recreation Department's Safety Office will continue to be funded by the Risk Management Division of General Services Administration at a cost of \$95,000
- The department will receive a reimbursement from the Department of Environmental Resource Management to cover expenses related to maintenance of natural areas (up to \$500,000)
- The department will continue to support one-half of a web designer in the e-Government Department (\$30,000) and promotional spots on Miami-Dade Television (\$85,000)
- The Proposed Budget includes \$200,000 from the Quality Neighborhoods Improvement Program (QNIP) bond interest and \$50,000 from Impact Fees to fund administrative support activities for capital improvement projects
- The Proposed Budget allocates \$4.09 million from special assessments the payment from Miami Lakes and 55 positions to execute Special Taxing District landscape maintenance contracts
- The department will equip 50 vans with radios used for transporting children; funding will come from the Liability Trust Fund (\$75,000)
- The department will complete the soccer complex at Amelia Earhart Park with SNP Bond funds (\$4 million)

Areawide

- The department will continue funding for Fairchild Tropical Garden education and outreach programs, horticulture and facility operations, and visitor services (\$378,000)
- The department will receive a transfer of \$500,000 from the Convention Development Tax to offset operating expenses at the Crandon Tennis Center
- Marinas budgeted in accordance with standards established in the Memorandum of Understanding (MOU)
- The department will complete the music hall addition at the African Heritage Cultural Arts Center with SNP Bond, state grant, and Performing Arts Center Trust funds (\$1.3 million)
- The department will complete stormwater drainage and related improvements at the Golf Club of Miami in the Spring of 2003 (\$6.9 million in multi-year funding)
- Completion is expected on the final phase of natural areas restoration with SNP funds (\$472,000)
- The Aviary at Miami Metrozoo will open in February 2003; the Proposed Budget allocates \$130,000 of new funding to operate and maintain the Aviary at the Miami Metrozoo; project will be funded through increased attendance and admission fee increases
- The department will complete renovations to the monorail at Miami Metrozoo using Capital Outlay Reserve (COR) funds (\$700,000)
- The department received a \$500,000 loan from the COR for the construction of an endangered species carousel at Miami Metrozoo to be repaid in seven years through a separate fee applied to this attraction; it is anticipated that the carousel will be acquired by the end of FY 2001-02
- The following miscellaneous capital projects will be completed: Phase II renovation of 46 cabanas at Crandon Park beach with SNP funds (\$1 million); renovation and upgrade of Greynolds Park Campground to include

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nine cabins, mess hall and new washroom facility with SNP Bond, Americans with Disabilities Act, COR, and f Community Development Block Grant funds (\$1.5 million); parking lot expansion at Palmetto Golf Course to provide additional parking for the Miami-Dade Transit Agency busway (\$604,800); stadium improvements at Tropical Park including the field house, ticket booth, and press box elevator with SNP funds (\$1.2 million); and two new skeet/trap houses at Trail Glades Range with COR funds (\$100,000)

Unincorporated Area

- The department will continue its capital program with funding from the QNIP (projecting to spend \$4 million in FY 2001-02), Impact Fees (projected expenditures of \$7.2 million), and the SNP bond proceeds (projected expenditures of \$24.2 million)
- The following capital projects will be completed: restroom at Doral Park with impact fees (\$350,000); field center at Eureka Park with QNIP, Impact Fees, and COR funds (\$500,000); renovations to recreation buildings at Soar Park with SNP and QNIP Bond funds (\$500,000); field house and stadium at Southridge Park with SNP Bond, impact fees and Office of Community and Economic Development funds (\$1.6 million); Phase I development at Three Lakes Park to include two soccer fields, parking and walkway with impact fees (\$1 million); Phase I development at Kendall Soccer Park to include field center, two lighted soccer fields and parking with QNIP and impact fees (\$1.8 million); new recreation center at Cutler Ridge Park with SNP funds (\$1.05 million); and Phase I development at Deerwood Park to include playground and two soccer fields with impact fees (\$500,000)
- The department will acquire new park lands with impact fees, SNP, and QNIP funds and land transfers, to include Miami National Golf Course, Boystown, and additions to Kendall Indian Hammocks, Gwen Cherry, and Scott Parks

FY 2002-03 ADJUSTMENTS TO SERVICES

- Attrition at the Miami Metrozoo is increased to five percent from four percent in FY 2001-02
- The department will continue several service reductions adopted as part of the FY 2001-02 savings plan including reducing fleet replacement (\$88,000), realignment of the hours of operations at eleven seasonal pools to coincide with the public school summer vacation (\$111,000), and reducing levels of beach maintenance (\$147,000) (net decrease of one position)
- The department will reorganize several administrative divisions, including Management and Budget, Finance, Information Technology, Contract Management, and Human Resources for a savings of \$197,000 (net increase of one position)
- Funding is included for the opening of new and expanded facilities including, but not limited to, Amelia Earhart Park soccer complex, Crandon Park cabanas, soccer fields and a playground at Deerwood Park, Greynolds Park campground, Miller's Pond Park soccer field and walkway, Royale Green Park soccer field, and Southridge Park stadium (\$2.1 million) (increase of eight positions)
- Three positions are recommended to improve services at Homestead Bayfront, Matheson, and Pelican Harbor Marinas; funding is provided through the marina MOU
- Three positions are recommended at the Miami Metrozoo to increase group sales (\$40,000); two of these positions will be upgraded from part-time; funding will come from enhanced revenues
- Funding is included to cover increased personnel costs related to the Living Wage Ordinance (\$1.599 million) and water and sewer cost increases due to additional sewer lines installed in park facilities (\$437,000)
- Areas covered by lifeguards at Crandon and Haulover beaches will be reduced on weekdays during fall and winter; anticipated savings are \$275,000 and a reduction of five positions

2002-2003 PROPOSED BUDGET AND MULTI-YEAR CAPITAL PLAN

- Roving security functions will be transferred to the Miami-Dade Police Department (\$918,000) (decrease of 18 positions)
- The department will reduce the level of staffing and commodities at several non-programmed facilities; anticipated savings are \$400,000 and a reduction of two positions
- Selected programs or parts of programs added under the \$4 million plan will not be funded; department will seek grant funding (\$123,000)
- Grounds maintenance will be reduced by five percent throughout unincorporated Miami-Dade County; anticipated savings are \$254,000 and a reduction of six positions
- The Proposed Budget continues funding for thirteen positions added during FY 2001-02
- County staff will review the coordination of internal support functions, such as personnel, procurement, and finance, for Art in Public Places, Cultural Affairs, Office of Historic Preservation, Park and Recreation, Performing Arts Center, and Vizcaya; a detailed report will be presented prior to the budget hearings in September

SELECTED UNMET NEEDS

- Need to increase part-time staff for summer camps and after school programs to provide greater levels of supervision (annual cost of \$1.29 million)
- Need to provide Florida Department of Law Enforcement background checks on park volunteers (annual cost of \$200,000)
- Need to implement Learn-to-Swim initiative (annual cost of \$599,000)
- Need to increase maintenance staff for building, grounds, and fire management (annual cost of \$408,000)
- Need to update Recreation and Open Space Master Plan to guide service delivery (one-time cost of \$350,000)
- Need to add coordinator for nine at-risk youth sites to work with social service agencies (annual cost of \$110,000)
- Unfunded capital needs consist of 106 projects with an estimated cost of \$781.625 million, including additional park lands to meet local park needs in growing communities, general renovation, and improvements at parks that have deteriorated due to age, wear and tear, and vandalism, and continued development of metropolitan and district parks

2002-2003 PROPOSED BUDGET AND MULTI-YEAR CAPITAL PLAN

OPERATING FUNDING SUMMARY (\$ IN THOUSANDS)

Funding Summary (\$ in 000s)	Countywide General Fund		Unincorporated Area General Fund		Other Funding		Total Funding		Total Positions	
	01-02	02-03	01-02	02-03	01-02	02-03	01-02	02-03	01-02	02-03
Primary Activity										
Administration	2,597	3,522	3,504	2,840	90	2,702	6,191	9,064	88	91
Arts and Cultural Affairs	1,726	1,881	674	671	1,135	1,050	3,535	3,602	37	36
Community-Based Organizations	107	107	0	0	200	200	307	307	0	0
Construction and Repair	820	944	1,582	740	5	5	2,407	1,689	195	196
Deering Estate	1,210	1,335	0	0	440	593	1,650	1,928	23	23
Fairchild Tropical Gardens	398	378	0	0	0	0	398	378	0	0
Metrozoo	5,351	4,983	0	0	3,112	3,671	8,463	8,654	115	118
Outdoor Resources	192	305	0	0	1,394	1,107	1,586	1,412	51	52
Park Operations	9,710	12,982	23,458	22,801	21,637	19,541	54,805	55,324	588	565
Special Taxing Districts	0	0	0	0	4,261	4,090	4,261	4,090	43	55
TOTAL	22,111	26,437	29,218	27,052	32,274	32,959	83,603	86,448	1,140	1,136

	Actual 00-01	Budget 01-02	Proposed 02-03
Personnel	48,368	53,097	56,117
Other Operating	28,771	30,019	30,044
Capital	2,012	487	287
TOTAL	79,151	83,603	86,448

CAPITAL EXPENDITURE SUMMARY (\$ IN THOUSANDS)

	PRIOR	02-03	03-04	04-05	05-06	06-07	07-08	FUTURE	TOTAL
ADA ACCESSIBILITY IMPROVEMENTS	30	300	400	400	370	0	0	0	1,500
ENVIRONMENTAL PROJECTS	8,140	5,539	0	0	0	0	0	0	13,679
EQUIPMENT ACQUISITION	0	75	0	0	0	0	0	0	75
HURRICANE REPAIRS	10,630	3,036	0	0	0	0	0	0	13,666
LOCAL PARKS - NEW	20,080	9,829	9,931	11,971	13,471	12,849	10,473	0	88,604
LOCAL PARKS - RENOVATION	14,734	23,202	16,096	10,064	4,963	500	0	0	69,559
METROPOLITAN PARKS - NEW	2,672	3,000	8,540	6,000	2,988	0	0	0	23,200
METROPOLITAN PARKS - RENOVATION	25,271	20,413	13,154	12,459	6,199	503	503	503	79,005
Total Projected Cost:	81,557	65,394	48,121	40,894	27,991	13,852	10,976	503	289,288

2002-2003 PROPOSED BUDGET AND MULTI-YEAR CAPITAL PLAN

Safe Neighborhood Parks

PURPOSE

Provide support and management services to the Safe Neighborhood Parks (SNP) Citizens' Oversight Committee and ensure the disbursement of the SNP program bond proceeds and interest earnings is in accordance with the SNP ordinance.

FUNCTIONAL TABLE OF ORGANIZATION

OFFICE OF THE DIRECTOR

- Administers the Safe Neighborhood Parks bond program proceeds and interest earnings
- Provides staff support to the Safe Neighborhood Parks Citizens' Oversight Committee to insure coordination with capital project management among the County, the municipalities, and not-for-profit organizations

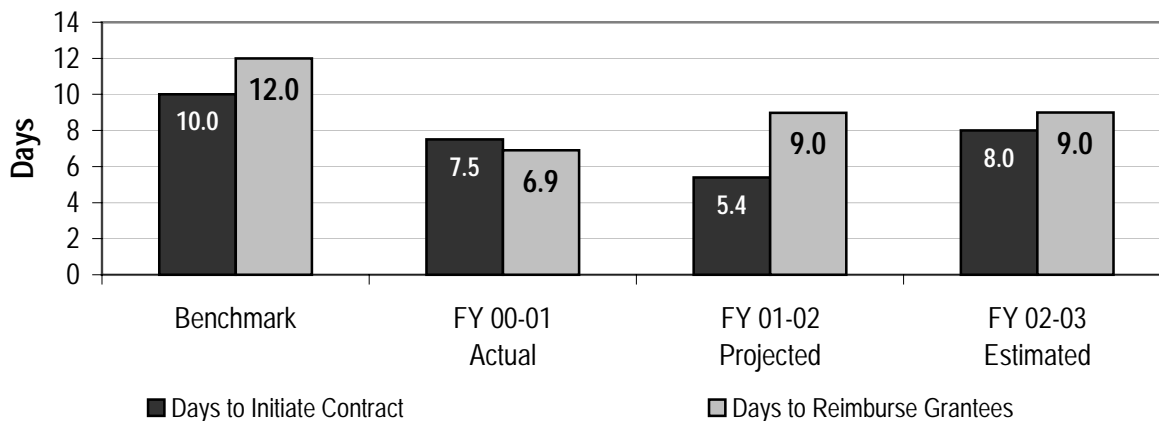
BUSINESS PLAN

- Strategic areas: providing safe, quality neighborhoods; focusing on customer service
- Selected goals/objectives: facilitate the award, distribution, and monitoring of bond proceeds and interests by reducing the preparation time of contracts and amendments and by reducing the submission time to the Finance Department for payment; and conduct an annual survey of the SNP Citizens' Oversight Committee and grantees

FY 2001-02 SERVICE STATUS

- Will delay issuance of planned June 2002 bond series until November to maximize number of eligible projects
- Reviewed and executed contracts with grantees for \$978,000 funded from interest earnings
- Identified reserves within bond interest funds to pay future arbitrage as it comes due (\$1.4 million)

SNP Performance Indicators



2002-2003 PROPOSED BUDGET AND MULTI-YEAR CAPITAL PLAN

FY 2002-03 RECOMMENDATIONS

- The FY 2002-03 Proposed Operating Budget for the Office of Safe Neighborhood Parks is \$498,000 (funded from SNP bond interest), which represents a 7.3 percent increase from the FY 2001-02 budget
- The Proposed Budget assumes the office will be fully staffed (five permanent positions and one temporary position assigned to the Miami-Dade Park and Recreation Department for staff support) throughout FY 2002-03
- The budget includes a \$14,000 administrative reimbursement to the General Fund
- The Citizens' Oversight Committee is anticipated to approve issuance of the Series 2002 bond sale (\$11.355 million) in November to fund 35 new and continuing park improvement projects for two municipalities and Miami-Dade County and the Series 2003 bond sale for \$10 million in November, 2003; proceeds will fund park improvement projects for the Park and Recreation Department and three municipalities

OPERATING FUNDING SUMMARY (\$ IN THOUSANDS)

Funding Summary (\$ in 000s)	Countywide General Fund		Unincorporated Area General Fund		Other Funding		Total Funding		Total Positions	
	01-02	02-03	01-02	02-03	01-02	02-03	01-02	02-03	01-02	02-03
Primary Activity										
Oversight Committee Support / Admin.	0	0	0	0	394	418	394	418	4	4
Project Monitoring	0	0	0	0	70	80	70	80	1	1
TOTAL	0	0	0	0	464	498	464	498	5	5

	Actual 00-01	Budget 01-02	Proposed 02-03
Personnel	338	371	405
Other Operating	83	91	93
Capital	3	2	0
TOTAL	424	464	498